

REMARKS

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Thank you very much, Dean Kamien.\* Members of the faculty, members of the graduating class, all your family and friends who have participated in this astonishing achievement: congratulations. You've survived -- almost. There is still one rite of passage from which this eminent group is not exempt: you have to survive a commencement address. And I'll try to be brief.

I looked for something that I might say to a very uncommon class which has achieved this moment by substantial hard work while carrying out other important responsibilities. And I recalled what has sometimes been referred to as the shortest commencement address on record, which went as follows: "Ladies and gentlemen, as you now go forth with your new knowledge, remember two things: there is no such thing as a free lunch, and no one ever went broke taking a profit."

I would have been happier had the commencement speaker made a slight change and referred to "making a profit," rather than "taking a profit."

You have been spending your time here developing your skills in -- and increasing your awareness of -- the strategies of doing business. I would like to suggest that the process is also important. I've spent half of the last 40 years in public service and half in the private sector. And I have noted some common principles. The most important, and the only one that I will suggest to you this afternoon, is this: things work better when people trust each other.

I have observed this in the law, in the FBI, in the CIA, and in the international arena. I've seen communities in which lawyers can reach agreement, shake hands, and later provide documents as they agreed to. And I have also seen law practiced when one lawyer holds onto a piece of paper,

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while the other lawyer holds onto a check. And then they say, "Ready? One, two, three: exchange." The difference in time, the difference in effectiveness, and the difference in satisfaction between these two approaches is astonishing. I have seen it on the bench, where lawyers who dissemble lose the trust of the court, perhaps never again to regain it.

I came to the FBI at a time of some difficulty, when trust was on the wane. In an effort to rebuild that trust, I made a practice of saying one thing to each new class of Special Agents with whom I met: "If you forget everything else I tell you, remember this: each of you carries the reputation of the rest of us around in your pocket."

And that reputation is a precious one for those in law enforcement, who have to knock on doors to solicit the cooperation of their fellow citizens -- hoping that others will entrust them with the information needed to carry out their work.

Promoting public trust in the Central Intelligence Agency -- and the Intelligence Community as a whole, which I head -- has been more difficult, because much of what we do must be done in secret. And so, I have tried to communicate as much as I could publicly. What I could not say publicly, I discussed with the surrogates of the American people -- their elected representatives in the House and Senate intelligence committees. I have demonstrated to them the process by which we work -- a process intended to assure that our work comports with the Constitution and with the laws of this country. I have also made certain that our employees understand the importance of always responding truthfully. The purpose, again, is to build trust between those who have the intelligence collection responsibility and



those elected representatives of the people who have the oversight responsibility.

I have visited 15 countries, and I have observed what happens when there is no trust in the international arena. I saw an astonishing lack of trust in regional areas, particularly in the Middle East, where people cannot learn to trust each other. President Reagan said it best in talking about the INF treaty, when he said that "people do not distrust each other because they are armed. They are armed because they do not trust each other."

To promote trust, we must learn to find confidence builders, whether at the community level, in business, or at the international level. And if you were to review the terms of the on-site inspections for INF, you would see how we have built into them a series of confidence builders designed to build from a low level of trust to a higher level of trust.

In the past decade and a half the American people have had to absorb some real confidence blows: Watergate, Iran-Contra, Wedtech, the Wall Street capers, and, just in the last week, the announcement of the extensive investigations in Washington of contractors doing business with the Defense Department. This incident, like the others, produces a sense of betrayal -- the word Robert Frost said was the saddest word in the English language.

And yet I can think of many instances -- and I will mention one -- in which trust has worked for those in private capital development and has also worked for the American people. The incident I will use to make my point is the time when the Tylenol capsules were poisoned -- one case occurred here in Chicago. At that time, Johnson & Johnson faced a critical business decision. Jim Burke, the CEO for Johnson & Johnson, came to see me at the FBI. All of



us were concerned that dramatic steps could encourage copycat activities -- activities that would create more panic and harm. Jim Burke provided the solution. "We have built our reputation on trust," he said, "and the only way to maintain that trust is to recall the product until the American people can again have trust in it." A \$157 million loss, as I recall. But in less than a year, that demonstration of trustworthiness benefitted Johnson & Johnson in terms of rebuilt sales. Sales that did not go away when a second threat against their product occurred.

And so I hope that you will make a place in your lives -- with the wealth of additional ammunition you have accumulated here -- that you will make a place in your lives for service, for duty, for quality, for honor, for steadfast trustworthiness. And I can tell you that it will reward you in your work and in your life tenfold. Justice Oliver Wendell Holmes, a great "Yankee from Olympus," once wrote that "whether a man accepts from fortune her spade and will look downward and dig, or from aspiration her axe and cord and will scale the ice, the one and only success which is his to command is to bring to his work a mighty heart." To this I would add the words of the Psalmist, "Where your treasure is, there will your heart be also." Let that be your bottom line.

Thank you.